NASA Procedural Requirements

NPR 3010.1
Effective Date: September 09, 2003
Expiration Date: September 09, 2008

COMPLIANCE IS MANDATORY

Printable Format (PDF)

Subject: Strategic Workforce Management Process

Responsible Office: Office of Human Capital Management

CHAPTER 1: Long term Workforce planning

1.1 The civil service workforce shall be managed strategically through the alignment of competencies, recruitment, training and development, and the future intake pipeline as influenced by NASA educational programs and affirmative employment programs with NASA's Strategic Plan.

1.2 Strategic Workforce Analysis

1.2.1 The workforce planning process must be aligned with the strategic plan, Enterprise, program and Center implementation plans, and the budget and performance planning processes to ensure the optimal contribution of the workforce to mission success. The Agency's human capital plans should be based upon analyses of the following:

a. Workforce demographic statistics and trends

b. Attrition analysis

c. Attrition forecasting

d. Competency-based assessments (including minimum levels of civil service-based competencies that will ensure continued workforce capacity for effective performance and management of programs and functional areas)

e. Five-year projections of program civil service FTE and competency requirements

f. Longer term projections of workforce requirements

g. Cost and projections for available funding

h. Alignment with other Federal initiatives

i. Agency affirmative employment plan and diversity gaps

j. Labor market trends and demographic statistics

k.Availability of competencies from commercial and academic sources and appropriateness of obtaining them from these sources.

l. Program implementation plans and their aggregate impact on Center work strategies

1.2.2 Workforce Analysis and Forecasting Support

1.2.2.1 The Office of Human Resources shall provide civil service workforce analysis, planning, and forecasting models to all levels of the NASA organization.

1.2.2.2 These tools include an analysis engine that pulls together civil service workforce status, hires and losses, and demographics information for multiple years for NASA Headquarters and all Centers. A forecasting engine will project retirement and nonretirement losses 5 years into the future for any segment of the civil service workforce.

1.2.2.3 The Office of Human Resources, when requested, shall perform additional analyses.

1.3 Competency Management

1.3.1 Competencies deemed necessary for mission success shall be identified. The NASA Competency Management System (CMS) shall be used to monitor civil service competency strength in all required competencies, gather the competency strength requirements of projects and service organization , and identify gaps. Recruitment efforts at NASA Headquarters and all Centers shall be guided by this information.

1.3.2 Agency-level Competency Managers.

1.3.2.1 Agency-level competency managers shall be designated for the following areas:

a. Acquisitions

b. Human Resources Management

c. Diversity Management

d. Financial Management

e. Resources Management

f. Information Technology (General Purpose)

g. Information Technology (Mission-Specific)

h. Facilities Management

i. Environmental Management

j. Security

k. Safety and Mission Assurance

l. Leadership

m. Program/Project Management

n. Technology

o. Engineering

p. Scientific Research

q. Operations

r. Education

s. Legal

1.3.2.2 Agency-level competency managers shall maintain a cognizance of Government and industry best practices as they apply to the NASA workforce.The Office of Human Resources, working in conjunction with the competency managers, shall assess Agencywide information about current and future workforce competency strengths and requirements.

1.3.3 Center-level competency managers.

1.3.3.1 Center Directors shall designate Center competency managers for those competencies they deem critical to their assigned mission roles and responsibilities.

1.3.3.2 Center competency managers shall coordinate with and support the Agency competency managers, ensuring that critical civil service competency strengths and requirements at the Center are integrated into the Agency's planning.

1.4 Strategic Workforce Planning Meetings

1.4.1 As a critical element of the Agency's strategic planning and budget development process, the Office of Human Resources shall facilitate Agency-level assessment and planning meetings. Generally held annually in advance of corporate issuance of the Agency's program operations planning guidelines, these meetings shall be chaired by the Associate Deputy Administrator for Institutions and Asset Management and the NASA Chief Human Capital Officer.

1.4.2 These meetings will have human capital representation from the Institutional Program Offices (IPO), Enterprises, Centers, and the Office of Human Resources. Participants shall consider issues and information related to strategic alignment, competency management and development, recruitment, retention, demographics (including diversity), FTE available for new work, workforce component mix, and other strategic issues. These meetings shall

identify requirements or initiatives stemming from information maintained in human resource databases, workforce review efforts, and collected information about other workforce components to form the basis for a consolidated synergistic approach to workforce planning.

1.4.3 All participants shall bring relevant information to the meeting.Of particular importance, the Office of Human Resources shall present aggregate Agency-level human capital performance analysis. The Enterprises and IPOs shall provide specific workforce and competency issues and will present their projections of future program staffing requirements in terms of FTE and competencies for coordination, validation, adjustment, and identification of issues to be worked between responsible offices.Enterprise and IPO Program Operating Plan guidance to the Centers for outyear staffing shall be coordinated at a specific Strategic Workforce Planning meeting chaired by the Associate Deputy Administrator for Institutions and Asset Management, prior to corporate issuance of the planning guidelines.

1.4.4 Guidance for outyear staffing planning shall be generated from discussions and decisions made at the meeting and will be available for inclusion in the Program Operating Plan process.

1.4.5 Information from the strategic workforce planning meetings shall be used by the Offices of Human Resources and Equal Opportunity Programs as input to the Strategic Human Capital Implementation Plan, the Affirmative Employment Plan, the Disabled Veterans Affirmative Action Plan, and the Federal Equal Opportunity Recruitment Plan.

1.5 Recruitment

1.5.1 Centers and Headquarters Offices shall collaborate on strategic recruitment planning to ensure that the competencies in the civil service workforce will be those needed for current and future mission success and that the diversity of the workforce reflects the diversity of the Nation.

1.5.2 At the Agency level, the Enterprises, Functional Offices, and the Offices of Human Resources, Education, and Equal Opportunity Programs shall collaborate closely with each other and with the Centers in planning and information-sharing activities.

1.5.3 Vacancies that occur at the Centers shall not be refilled without the Center first considering the following criteria:

a. Whether the position, as constituted, is required to meet current or future competency requirements.

b. Whether other Agency employees may be redeployed.

c. Whether a civil service position is required and appropriate or whether the requirement can be met through an alternative approach.

d. When a civil service position is required, whether a permanent or non-permanent appointment type best meets the mission and workforce balance requirements.

1.6 Strategic Workforce Development

1.6.1 Planning for major employee development programs shall take into account the input from Enterprises, Functional Offices, the Centers, the competency managers, the strategic workforce planning meetings, and ongoing workforce analysis and competency management system requirements forecasts.

1.6.2 Centers shall ensure that Center-based employee training and development programs build needed competencies, including efforts to effectively incorporate knowledge sharing, mentoring and in-house work experiences where appropriate. Agencywide employee training and development programs shall also build upon needed competencies.

1.7 Entry-Level Pipeline

1.7.1 The Office of Education shall develop or modify programs for students to inspire them to pursue a course of study that will equip them with the competencies that NASA will need in the future.

1.7.2 Centers shall work with the Office of Education and the Office of Equal Opportunity Programs to ensure that NASA's education programs at all levels match a diverse population of students with projected civil service workforce needs.

DISTRIBUTION:
NODIS